

**COUNTY OF SAN LUIS OBISPO BOARD OF SUPERVISORS  
AGENDA ITEM TRANSMITTAL**

(1) DEPARTMENT Social Services	(2) MEETING DATE 2/10/2015	(3) CONTACT/PHONE Director Lee Collins 805-781-1825	
(4) SUBJECT Request to approve a resolution to amend the Position Allocation List for Fund Center 180 – Social Services Administration to add 11.75 FTE in various classifications and eliminate 1.0 FTE Administrative Services Officer II in order to support implementation of changes to various programs, as directed by State and Federal legislation; and request to authorize a corresponding budget adjustment in the amount of \$378,992 from State and Federal sources to increase salary appropriation to cover the cost of these positions for the remainder of the fiscal year. All districts.			
(5) RECOMMENDED ACTION It is recommended that the Board: <ol style="list-style-type: none"> <li>1. Approve a resolution to amend the Fund Center 180-Department of Social Services Position Allocation List to add 11.75 FTE positions and eliminate 1.0 FTE position; and</li> <li>2. Authorize a budget adjustment in the amount of \$378,992 from State and Federal sources to increase salary appropriation to cover the cost of these positions for the remainder of the fiscal year.</li> </ol>			
(6) FUNDING SOURCE(S) Federal (39%) State (54%) County (7%)	(7) CURRENT YEAR FINANCIAL IMPACT \$378,992 (County share= \$27,833)	(8) ANNUAL FINANCIAL IMPACT \$1,019,762 (County share= \$74,891)	(9) BUDGETED? Yes
(10) AGENDA PLACEMENT <input checked="" type="checkbox"/> Consent <input type="checkbox"/> Presentation <input type="checkbox"/> Hearing (Time Est. ____ ) <input type="checkbox"/> Board Business (Time Est. ____ )			
(11) EXECUTED DOCUMENTS <input checked="" type="checkbox"/> Resolutions <input type="checkbox"/> Contracts <input type="checkbox"/> Ordinances <input type="checkbox"/> N/A			
(12) OUTLINE AGREEMENT REQUISITION NUMBER (OAR)  N/A		(13) BUDGET ADJUSTMENT REQUIRED? BAR ID Number: 1415079 <input checked="" type="checkbox"/> 4/5 Vote Required <input type="checkbox"/> N/A	
(14) LOCATION MAP  N/A	(15) BUSINESS IMPACT STATEMENT?  No	(16) AGENDA ITEM HISTORY <input checked="" type="checkbox"/> N/A    Date: _____	
(17) ADMINISTRATIVE OFFICE REVIEW  Emily Jackson			
(18) SUPERVISOR DISTRICT(S) All Districts			

# County of San Luis Obispo



TO: Board of Supervisors

FROM: Social Services / Director Lee Collins  
805-781-1825

DATE: 2/10/2015

SUBJECT: Request to approve a resolution to amend the Position Allocation List for Fund Center 180 – Social Services Administration to add 11.75 FTE in various classifications and eliminate 1.0 FTE Administrative Services Officer II in order to support implementation of changes to various programs, as directed by State and Federal legislation; and request to authorize a corresponding budget adjustment in the amount of \$378,992 from State and Federal sources to increase salary appropriation to cover the cost of these positions for the remainder of the fiscal year. All districts.

## **RECOMMENDATION**

It is recommended that the Board:

1. Approve a resolution to amend the Fund Center 180-Department of Social Services Position Allocation List to add 11.75 FTE positions and eliminate 1.0 FTE position; and
2. Authorize a budget adjustment in the amount of \$378,992 from State and Federal sources to increase salary appropriation to cover the cost of these positions for the remainder of the fiscal year.

## **DISCUSSION**

The Department of Social Services (DSS) is required to implement changes as directed by the State of California as its programs' supervising entity, in accordance with changes in State and Federal legislation. Those changes, impacting both Adult Services and Child Welfare Services, are outlined below. DSS is requesting to amend the Position Allocation List (PAL) at this time due to all of the necessary/mandated training that these new positions will have to complete in order to be up and running in time for the State's implementation deadlines. Additionally, DSS proposes a change in its Fiscal Division to reflect the growing complexity of DSS finances and to facilitate a more effective and efficient operation.

### *Adult Services*

Multiple changes are occurring in the Adult Services Division of DSS, driven by changes in Federal law and the State statutes that implement those changes. In addition, increased workload and activity in the Adult Protective Services unit—including a realignment of responsibilities between the Health Agency and DSS—require that we provide additional staffing resources if we are to meet the demands of a rapidly growing population. The In-Home Supportive Services (IHSS) program provides services to disabled individuals in their own homes. To be eligible, an individual must meet financial requirements and also must have a medical certification that confirms that, in the absence of those services, he or she would require institutionalization. The role of DSS is to assess eligibility, determine the kinds of services required and authorize the hours of care needed to meet the individual's needs. Services to be provided include both domestic services—including for example shopping, cooking, house cleaning and laundry—and personal services, including bowel and bladder care and bathing. These services may be provided by family members, including for example the spouse or adult child of the program participant. They also may be provided by independent providers or, in emergency situations, by DSS staff. These DSS staff, classified as Personal Care Aids, typically are called upon when an individual's permanent provider is ill or otherwise unavailable.

Independent providers may include neighbors or friends, but also include private providers who are employed specifically in this field. The County of San Luis Obispo, acting as the Public Authority, is the “employer of record” for all providers—with the exception of the DSS Personal Care Aids—and these providers are represented by the United Domestic Workers of America (UDWA), with which the Public Authority negotiates wages and working conditions.

Through December 2014, the average number of individuals receiving IHSS services in San Luis Obispo County was 1,716, with that number trending upward and having grown by 6.8% over the last two years.

#### *Public Authority (2.75 FTE)*

Public Authority (PA) Registry staff performs activities associated with the recruitment, interviewing, hiring and training of new providers, as well as the often challenging task of matching providers to program participants (participants retain the authority to “hire” and “fire” providers at will). In the past, the matching process included a visit to the participant’s home, enabling the PA Social Worker to interview the participant in the context of his or her surroundings and determine the skills and personality that would best serve the participant. Because of previous budget cuts in this area, this home visit ceased to occur. Now, with additional IHSS cases and an increasingly frail population, it has become necessary to return to the preferred practice of matching participants with providers, and the Department is seeking an additional Social Worker to meet this expectation.

DSS also has identified a need for additional Personal Care Aid staff to provide emergency care when a participant’s permanent provider cannot care for the participant. We propose to extend the hours of our current Personal Care Aids, each of whom currently is employed on a .75 FTE basis, to full-time.

The PA receives between 40 - 50 calls daily from providers needing assistance from the Registry Social Worker and from potential new providers. Our current staffing level of only 1.0 Administrative Assistant I/II/III is insufficient to meet the demands of the providers and participants. We propose to augment staffing in the PA by an additional AA I/II/III, who will assist with the increased orientations for providers, create provider files, review paperwork for corrections/errors, and help handle the wage verification requests from providers.

Current staffing in the Public Authority includes only 1.0 Social Work Supervisor, 1.0 Social Worker, 1.0 Administrative Assistant, and three Personal Care Aids who are allocated at .75 FTE each for a combined 2.25 FTEs. This staffing level needs to be augmented to meet new demands, and DSS proposes to add the following:

- 1.0 FTE Social Worker I/II/III
- 1.0 FTE Administrative Assistant I/II/III
- .75 FTE Personal Care Aid

#### *In Home Supportive Services (4.0 FTE)*

Current staffing in the In Home Supportive Services program includes 2.0 Social Work Supervisors, 10.0 FTE Social Workers and 4.0 FTE Administrative Assistants. These units are located in Atascadero and Arroyo Grande. As noted above, this program’s caseload is growing, with the current caseload at a level that is 6.8% higher than two years ago, and 8.3% higher than three years ago. A casualty of growth in caseload and workload—combined with a net reduction in staffing over the last five years—is the County’s performance in completing annual reassessments. A reassessment is required each year to determine if a recipient continues to meet State requirements of eligibility for the IHSS Program. Reassessment includes the Social Worker visiting the recipient to conduct an in-home assessment of the recipient’s needs and abilities as related to IHSS. A written assessment is then completed by the Social Worker. The State sets a performance floor of 80%, yet the County’s average compliance rate to date in FY 2014-15 falls well short of that, at only 65.14%. The County is currently under a program compliance improvement plan, with the goal of improving that performance by June 30, 2015.

Another imminent change will impact IHSS and Adult Protective Services staff: Beginning in July, 2015, all Social Workers in these programs will assume responsibility for After Hours coverage, a service previously provided by the Health Agency under contract with a private provider. It is necessary to train both new and existing staff in the use of standardized assessment tools and other resources in anticipation of this change.

The staffing level in the IHSS program needs to be augmented to meet new demands, and DSS proposes to add the

following:

- 4.0 FTE Social Worker I/II/III, with 2.0 each allocated to the Atascadero and Arroyo Grande offices.

These Social Workers are needed to keep pace with increasing caseload and workload in a program that is likely to see continued growth as demographic trends—especially the wave of “Baby Boomer” retirements and the increased longevity of the elderly—portend increased demand for IHSS services.

#### *Adult Protective Services (2.0 FTE)*

The Adult Protective Services (APS) program responds to allegations of abuse and neglect of elderly or dependent adults. Staff in this program investigates allegations, make referrals to law enforcement as required, and helps our community’s vulnerable residents to remain independent and free of abuse. As noted above, demographic trends and increased awareness have resulted in increasing workload, even as staffing in this program was reduced during the depths of the recent economic recession.

In the current year, investigation activity is running 38.3% higher than last year’s numbers, and the five-year trend reveals a steadily growing number of investigations, with the current year’s activity running fully 62.3% higher than five years prior. In order to improve service in this growing program, DSS is implementing a Structured Decision Making (SDM) and risk assessment instrument, an evidence-based model that predicts risk and informs the process by which Social Workers determine the appropriate course of action. Also, as noted above, APS workers must be trained in providing After Hours coverage, to be implemented July 1, 2015.

Current staff in the Adult Protective Services program includes 1.0 Social Work Supervisor and 5.0 FTE Social Workers. In order to keep pace with increasing caseload and workload, DSS proposes to add the following:

- 2.0 FTE Social Worker I/II/III

#### *Child Welfare Services (2.0 FTE)*

The Child Welfare Services (CWS) program provides emergency response and ongoing case management in cases where children have been abused, neglected or exploited by their parents or related caregivers. CWS is governed by Federal and State statutes that establish specific performance guidelines and threaten sanctions against States (and, potentially, against Counties) that do not meet those specific performance thresholds.

The Federal Government requires that the State engage in regular reviews of cases and outcomes for the children and families served by CWS. This process, known in California as the California Child & Family Service Review (C-CFSR), includes statistical reporting, self-assessment, counties’ peer review of each other’s work and detailed analysis of cases drawn as samples. This last component is known as the Case Record Review process, and is being implemented more broadly by the State to ensure better reporting and better results for children and families in the CWS system.

To facilitate this process, the State will be providing detailed training to counties and, based upon the counties’ caseload size, is allocating funds to provide for appropriate levels of staffing to meet the program’s mandates. It is expected that statewide implementation of case reviews will occur no later than August 31, 2015. DSS is expected to prepare for the introduction of the case review process through development of administrative structures, including the hiring of case review staff and training of those staff. San Luis Obispo County is being allocated funds to support 2.0 FTEs, and must appoint and train individuals to accomplish this task. It should be noted that San Luis Obispo County’s CWS program typically performs better than the Statewide average in most areas, and would be less likely to be the target of fiscal sanctions imposed by the Federal government; still, this is a required function and DSS endorses the goal of improving its performance even in those areas where it already is doing well.

In order to meet this new requirement, and in accordance with the allocation provided by the State, DSS proposes to add the following:

- 2.0 FTE Social Worker I/II/III/IV

### *Fiscal Division (1.0 FTE)*

The Department of Social Services (DSS) Fiscal Division has included an Administrative Officer II (ASO II) position for many years. The ASO II position became vacant as of December 30, 2014 due to a retirement.

During the last several years, many new and/or expanded programs have been added to the DSS workload. Additional staff has been hired and new systems have been developed and implemented. Some of the more recent additions include Workforce Investment Act, CWS Redesign, Realignment 2011, Extended Foster Care, Affordable Care Act, Healthy Families, Expanded Subsidized Employment and CalWORKs Housing Support, just to name a few.

These new programs/changes bring with them a volume of new accounting requirements for claiming, monitoring, tracking, statistical and financial reporting, adding to the professional accounting and budgetary work being performed by the Department Administrator. To comply with new state fiscal regulations, county fiscal letters from the California State Department of Social Services (CDSS) detailing fiscal policies and procedures must be reviewed, analyzed and implemented in accordance with state and county guidelines.

As a consequence of the increased workload and complexity, it is important to configure staffing in the Fiscal Division to ensure a more advanced level of knowledge. We believe that the level of expertise provided by an individual at the ASO II level is no longer sufficient, and that it is necessary to augment staffing to meet the increased demands of our Federal, State and County subventors. As a result, we propose to eliminate the 1.0 FTE ASO II position and, in its place, add the following:

- 1.0 FTE Accountant III

This new Accountant III position will provide professional accounting, and additional financial and analytical work to assist the Department Administrator in the Fiscal Division.

The new Accountant III position will continue to do much of the work that the ASO II was performing as well as more of the professional accounting and budgetary work currently being done by the Fiscal Department Administrator (in the absence of other staff available to perform the work) as follows:

- Analyze, audit, and reconcile financial records and the department's four budgets.
- Provide statistical analysis of the Department's programs
- Assist in preparing the financial reports to the Auditor's office and Administrative office.
- Review all claims to the state, including the Administrative, Assistance as well as other claims (CalWIN, Public Authority)
- Learn the mechanics of WIA funding and prepare monthly WIA expenditure claims
- Monitor program costs for all programs.
- Monitor cash flow and revenue streams, analyze and report on program revenue as needed by the Auditor's office and the outside Auditors.
- Eventually supervise two to three Supervising Accounting Technicians who lead the Claiming and Assistance units, in order to further assist the Fiscal Division Department Administrator.
- Keep abreast of state regulations, and Welfare programs
- Review and analyze current accounting processes and systems for effectiveness and efficiency and recommend improvements

It will benefit the Department to have an Accountant III who is well versed in professional accounting principles. This new position can provide a higher level of expertise in analysis of current accounting methods, systems and processes. This new position will take on many of the current duties of the ASO II. Some of the less complex duties will be given to the Supervising Accounting Technicians.

### **OTHER AGENCY INVOLVEMENT/IMPACT**

We have worked with the County Administrative Office, the Health Agency and Human Resources Department on this

report.

## **FINANCIAL CONSIDERATIONS**

Funds needed to support these positions come from a variety of sources. Expenditures related to the Public Authority and In Home Supportive Services total \$226,759 for the remainder of FY 2014-15, and costs are shared solely by the Federal and State Government, as the County's costs are capitated by a Maintenance of Effort (MOE). The Adult Protective Services positions total \$73,576 for the remainder of FY 2014-15 and are largely funded with State sources (79%), with a 21% County share. Costs will be offset in part by the elimination of a \$42,000 contract with Behavioral Health that otherwise would be payable in the FY 2015-16 Budget Year.

The Child Welfare Services positions total \$73,576 for the remainder of FY 2014-15 and are primarily supported by Federal and State resources, with a 16% County share.

The ASO II position has been vacant as of December 30, 2014 due to retirement. This will result in a salary savings of \$42,725 for the remainder of this fiscal year. The cost for an Accountant III position will cost the Department \$47,806 for the same time period. The net additional expenditure cost to the Department is \$5,081, with a county share of approximately 12% (\$610).

The current year additional County share associated with these changes, at \$27,833, can be absorbed in the FY 2014-15 adopted level of General Fund Support. The table below details the funding ratios and share of costs per program.

### **Proposed PAL Changes and FY 2014-15 Costs**

	<b>SW III 01524</b>	<b>AA III 02203</b>	<b>PCA 01560</b>	<b>ASO II 08892</b>	<b>ACCT III 00907</b>		<b>Federal</b>	<b>State</b>	<b>County</b>
<b>PA</b>									
FTE	1.00	1.00	.75						
Cost	\$36,788	\$23,684	\$19,135				\$42,988	\$36,619	\$0
							54%	46%	0%
<b>IHSS</b>									
FTE	4.00								
Cost	\$147,152						\$76,519	\$70,633	\$0
							52%	48%	0%
<b>APS</b>									
FTE	2.00								
Cost	\$73,576						\$0	\$58,125	\$15,451
							0%	79%	21%
<b>CWS</b>									
FTE	2.00								
Cost	\$73,576						\$26,487	\$35,317	\$11,772
							36%	48%	16%
<b>Gen O/H</b>									
FTE				-1.00	1.00				
Cost				(\$42,725)	\$47,806		\$2,032	\$2,439	\$610
							40%	48%	12%
<b>TOTAL</b>									
FTE	9.00	1.00	.75	-1.00	1.00				
Cost	\$331,092	\$23,684	\$19,135	(\$42,725)	\$47,806		\$148,027	\$203,133	\$27,833
							39%	54%	07%

The ongoing annual cost of these positions is \$1,019,762 with a County share of \$74,891.

## **RESULTS**

- The County will conduct home visits on all new IHSS participants in order to improve provider matching.
- The County will achieve an IHSS Reassessment Compliance Rate of at least 80% by June 30, 2015.

- DSS will be able to respond on a 24-hour, 365-day basis whenever elderly or dependent adults are reported as possible victims of abuse, neglect or exploitation.
- DSS Social Work staff in the Adult Protective Services program will utilize standardized assessment instruments to ensure fairness, equity and consistency of response.
- Adult Services staff will be trained and prepared to assume after hours duties effective July 1, 2015.
- An average of 350 active Child Welfare Services (CWS) cases will be reviewed in accordance with Federal and State mandates.
- DSS will improve its performance on CWS metrics that have been identified as requiring improvement as part of the new review methodology. These include timelines to investigations, face-to-face contact in preferred locations, and sibling visitation.
- Complex finance and accounting procedures will be administered in a manner that reduces audit exceptions and ensures compliance with Federal, State and County accounting requirements.

## **ATTACHMENTS**

1. FC 180- Social Services Administration Position Allocation Resolution